



THE REPUBLIC OF UGANDA

**GUIDELINES ON HOSPITAL  
MANAGEMENT BOARDS  
FOR REFERRAL HOSPITALS**

**Department of Quality Assurance  
Ministry of Health (2003)**

# GUIDELINES ON HOSPITAL MANAGEMENT BOARDS FOR REFERRAL HOSPITALS

## 1. FUNCTIONS OF THE BOARD

The functions of the Board shall be to:

- 1.1 Provide a strategic vision and direction of the Hospital on behalf of Ministry of Health within the framework of Health Policy. It will ensure maximum efficiency and enable quick decision – making process for routine functioning of the hospital.
  
- 1.2 Examine and approve the annual workplans, budget and the reallocation of funds for the hospital as proposed by Hospital Management Team. The Hospital Management team shall comprise of the following:
  - The Medical Superintendent,
  - Hospital Administrator
  - Officer I/c Nursing Services
  - Hospital Accountant
  - Deputy Medical Superintendent.

- 1.3 Monitor implementation of annual workplans and budget performance.
- 1.4 Fix ceiling of single item expenditure that can be incurred by the Hospital Management without prior consultation with the Board.
- 1.5 Devise alternative means on income generation.
- 1.6 Monitor tender awards and their performance
- 1.7 Appoint Committees and co-opted members to carry out some specific duties of the Board as required, to ensure timely and adequate implementation of hospital responsibilities.
- 1.8 Monitor the procurement, storage and utilization of all hospital goods and services in line with government regulations.
- 1.9 Monitor acquisition and disposal of any property in accordance with Law.

2. Examine and approve the Hospital Annual report presented by Hospital Management Team.
- 2.1 Monitor and evaluate annually performance of the hospital with a view to providing high quality services.
- 2.2 Initiate creation of offices in addition to those provided for according to existing procedures and regulations when need arises.
- 2.3 Promote and facilitate continuing medical education and research in the hospital.
- 2.4 Promote improved communication with the public and foster community participation in hospital activities
- 2.5 Perform any other functions as directed by appointing authority.

3. COMPOSITION OF THE BOARD:

The Board shall comprise of 9 members as follows:

- (i) A Chairperson who shall be prominent public figure of high integrity with minimum education of senior 6, not holding a political office. - Chairperson
- (ii) A prominent lawyer preferably with experience in corporate legislation - Member
- (iii) One senior health worker with proven professional standing and excellence not employed by the hospital. - Member
- (iv) Representative of Ministry of Health at level of Commissioner - Member
- (v) CAO from one of the districts in which the referral hospital is located - Member

- (vi) One representative of the hospital staff - Member
- (vii) A prominent civil engineer - Member
- (viii) A prominent businessman/  
woman from any of the Districts in  
which the hospital is located. - Member
- (ix) The Medical Superintendent - Member

The Board shall be appointed by the Minister of Health. A person is not qualified to be member of the Board unless he/she is of high moral character and proven integrity.

**Ex-officials:**

- (i) The Hospital Administrator – Secretary to the Board
- (ii) The Officer I/c Nursing Division.
- (iii) Principal Tutor - Training School
- (iv) The DDHS of the district in which the referral Hospital is located.

#### 4. PROCEDURE OF MEETINGS

- 4.1 The Chairperson shall preside over all meetings and in his/her absence members shall elect a Chairperson among themselves to preside over the meeting.
- 4.2 The medium of communication shall be English.
- 4.3 The quorum for any meetings shall be a simple majority
  - (i) The Board shall meet at least quarterly (3 months) to conduct hospital business.
  - (ii) All Board meetings shall be held at the hospital.
  - (iii) The Chairperson may at any time convene an extra-ordinary meeting of the Board to consider a special subject on his/her own initiative or if requested in writing by not less than three members of the Board. The request shall specify the objectives of the meeting. No business other than specified objectives of such request shall be transacted at the meeting unless a resolution to the contrary is passed by two thirds of the board members.
  - (iv) Issues discussed shall be decided upon by a simple majority of the members present through



voting by show of hands. The Chairperson shall have a deliberative and casting vote. In the event the Chairperson finds the results of a vote contradicting to the current Ministry of Health Policy, he /she has the right of veto. If this right is invoked, the matter will be presented to the Minister of Health at the earliest opportunity by the Chairperson and the Medical Superintendent.

- (v) To call members for a regular meeting, a minimum of fourteen days' notice (including the agenda) is required. For extra ordinary meetings, a minimum of 21 days' written notice (with Agenda) is sufficient. In the event of an emergency however, the Chairperson shall have powers to waive this time limit as he/she sees necessary. For special meetings, written invitations should be delivered to the member's last known address.
- (vi) The Minutes of the proceedings shall be entered in a minutes file maintained by the Secretary of the Board. The minutes shall be circulated to the members within 14 days of the meeting. At the next sitting, they shall be confirmed and a copy sent to Minister of Health.



- 4.4 The Chairperson or any member of the Board shall hold office for a term of 3 years. A member including the Chairperson shall not hold office for more than two consecutive terms except for Medical Superintendent.
- 4.5 The Chairperson or any member may by notice in writing under his/her hand addressed to the Minister of Health, resign his/her membership respectively. In either case, a notice of one month is required.
- 4.6 If a vacancy occurs in the Board, the Minister of Health shall within 30 days fill the vacancy by appointing another member. The new member shall hold office for the tenure of the term of that Board.
- 4.7 The Minister of Health may at any time remove a member of the Board if he/she is satisfied that the member:-
- a) Is incapacitated by physical or mental illness.
  - b) Has been absent for 3 consecutive meetings without good reasons.
  - c) Has been convicted for a criminal offence in a Court of Law.

- d) Is involved directly or indirectly with the Hospital in a business transaction as a trader, supplier or contractor without having declared his/her interests to the Board.
- e) Discloses confidential information without explicit instruction from the Board.
- f) Has been involved in unbecoming behavior while he /she is a member of the board.

4.8 The Board may invite a person or persons to any meeting of the Board provided it is considered beneficial. However, such person shall have no vote.

4.9 The Board may appoint a committee or committees from amongst its members and hospital staff to deal with specific subjects. Such committees will nominate their own Chairpersons who shall be members of the board. Each committee must have at least 2 members of the board, who must be present to transact business.

The Board Committees shall comprise:

- Finance, Planning and Development Committee
- Disciplinary committee
- Welfare and Industrial Relations committee
- Quality Assurance and Research committee

4.10 The Board may appoint any other standing or adhoc committee as the need arises.

5.0 The allowances of Board members shall be paid from the hospital funds as approved by Ministry of Public Service.

5.1 All members shall respect the confidentiality of the proceedings and discussions of the meetings. Once decisions have been taken, all members will adhere to these in their actions and communication.

These Guidelines shall be revised from time to time as need arises by Ministry of Health.

